



## **Strategic Plan**

### **Adopted March 2019**

**Mayor Mike Laws, Vice-Mayor Timothy Bowlby, Councilmembers Woody Johnson, Terry Rowden, Rachel Garza, Becky Akes, Paul Sheets**

## **MISSION STATEMENT**

The City of Willcox's mission is to provide a healthy, positive environment for living, education, and employment; supply safe, pure water, dependable sewer and natural gas, quality fire and police protection, well maintained streets, refuse collection, recreational facilities and other citizen requested services in an economical and professional manner.

## **FOUR FOCUS AREAS AND STRATEGIC GOALS:**

### **QUALITY OF LIFE**

Ensure citizens feel proud of the community by improving beautification and safety.

### **ECONOMIC DEVELOPMENT**

Foster an open atmosphere that embraces change, creativity, innovation, and calculated risk.

### **FISCAL SOLVENCY**

Strengthen the City's funds by operating the City like a business.

### **EMPLOYEE INVESTMENT**

Provide employees with the tools and training needed to be exceptional public servants and reward them for their services.



**PRINCIPLE STATEMENT 1 / We will enhance the quality of life for residents and visitors by increasing beautification and safety throughout the community and being transparent in our decisions.**

## **QUALITY OF LIFE**



### **INITIATIVES:**

1. IMPROVE COMMUNITY PRIDE AND IMAGE.
  - A. Update Title 5 (Code Enforcement) to reflect best practices, be unique to Willcox and improve beautification and safety in the community.
  - B. Incorporate art into the community.
  - C. Create master plan for Quail Park.
  - D. Create master plan for Cochise Lake that includes trails and possible RV spots.
  - E. Identify opportunities to expand Railroad Park.
2. IMPROVE CITIZEN INPUT, EDUCATION AND OUTREACH.
  - A. Create a community brochure that lists recreational activities and events.
  - B. Evaluate the reestablishment of boards, commissions and committees.
  - C. Hold two City-Wide cleanup days each year.
  - D. Identify a potential event for the City to hold.
  - E. Offer materials in both Spanish and English where appropriate.
3. ENSURE RESIDENTS FEEL SAFE THROUGHOUT THE COMMUNITY.
  - A. Reduce Crime Statistics.
  - B. Pursue K-9 Unit Grant.
  - C. Hold National Night Out.
  - D. Perform a street light inventory and identify possible locations for additional street lights.
  - E. Advocate for a crosswalk at Mary and Railroad Avenue and identify other crosswalk locations.
4. EXPLORE THE EFFICIENCY OF THE CITY POOL INCLUDING FUTURE INFRASTRUCTURE COSTS, ON-GOING MAINTENANCE COSTS, AND ATTENDANCE AND EXPLORE OTHER OPTIONS SUCH AS A SMALLER POOL AND/OR SPLASHPAD.
5. EVALUATE THE WILLCOX TRANSPORTATION SYSTEM FOR SENIOR CITIZENS AND THOSE WITHOUT TRANSPORTATION.

**PRINCIPLE STATEMENT 2 / We will ensure that the City supports and attracts future businesses, residents and visitors through Economic Development and Tourism.**

**ECONOMIC DEVELOPMENT AND TOURISM**



**INITIATIVES:**

6. ESTABLISH A COMMUNITY BRAND THAT IS UNIQUE TO WILLCOX AND PROVIDES A COMMON MESSAGE TO APPEAL TO FUTURE BUSINESSES, RESIDENTS, AND VISTORS.
7. FOSTER AN ENVIRONMENT FOR BUSINESSES TO FLOURISH.
  - A. Provide customer service training to local businesses.
  - A. Assist all businesses in developing an online presence.
  - B. Assist in the coordination of a shop local campaign.
  - C. Create user friendly City service maps.
  - D. Update the City website.
  - E. Create a community profile package that displays the incentives of moving to Willcox to potential businesses and residents.
  - F. Participate in and count every Willcox resident in the upcoming 2020 U.S. Census
8. STRENGTHEN VISITATION IN WILLCOX THROUGH TOURISM.
  - A. For each major event prepare collateral material including a flyer, brochure and video. Ensure information is on the google calendar and AZ Office of Tourism site a year in advance.
  - B. Create a "Willcox Brochure Stand" to be placed in local restaurants, hotels and at events.
  - C. Create a Tourism and Marketing Commission to provide recommendations to Council on use of the bed-tax dollars, collaborate on use of resources, and further tourism.
  - D. Create a Visitor Website.
  - E. Create an IGA with ADOT for use of banners and identify locations for entry and exit signs.
  - F. Hold a State of the City in coordination with the Chamber of Commerce.
9. LOBBY WITH ELECTED OFFICIALS FOR CHIRICAHUA NATIONAL MONUMENT TO BE CHANGED TO THE CHIRICAHUA NATIONAL PARK.
10. INVEST IN AND MAINTAIN CITY ASSETS, INFRASTRUCUTE AND FACILITIES TO PROVIDE QUALITY SERVICES TO RESIDENTS.
  - A. Identify and implement sidewalk corridors and multi-use paths throughout the City.
  - B. Evaluate alternative forms of energy to reduce electrical costs.
  - C. Procure an asset management system for City services including roads and utilities.
  - D. Determine locations for future lift stations and identify potential funding sources.

**PRINCIPLE STATEMENT 3 / We will be responsible fiscal agents with citizen tax dollars and ensure the City operates enterprise services like a business, that services are cost recoverable and that unfactured is improved and maintained.**

## **FISCAL SOLVENCY**



### **INITIATIVES:**

#### **11. DEVELOP MAINTENANCE AND REPLACEMENT SCHEDULES FOR EQUIPMENT, INFRASTRUCTURE AND FACILITIES.**

- A. Incorporate rental rates into equipment to reduce the cost for large capital expenses.
- B. Procure an asset management system for City services including roads and utilities.
- C. Educate citizens on City finances.
- D. Prepare a master plan for information and technology that includes needs and replacement.

#### **12. REVIEW CITY SERVICES AND CONTRACTS AND ENSURE AS MANY AS ARE COST RECOVERABLE AS APPROPRIATE.**

- A. Perform a rate study and if needed, education and outreach to raise rates.
- B. Develop a policy and procedure on when to wave fees for events or organizations.
- C. Develop a master fee schedule and process for raising fees to cover the cost of maintenance and replacement.
- D. Create a Special Event Application and ensure appropriate cost recovery.

#### **13. EVALUATE PAYDOWN METHODS FOR PUBLIC SAFETY PENSION LIABILITY.**

#### **14. IDENTIFY A FISCALLY RESPONSIBLE SOLUTION FOR THE ANIMAL SHELTER.**

#### **15. STRENGTHEN PARTNERSHIPS WITH OTHER ORGANIZATIONS INCLUDING THE COUNTY, COLLEGE, SCHOOLS, CHAMBER OF COMMERCE, ADOT, AND OTHER ELECTED OFFICIALS OR STATE AGENCIES TO IMPROVE SERVICES TO THE COMMUNITY AND PRODUCE COST SAVINGS.**

#### **16. DEVELOP A RESERVE IN ENTERPRISE, FIDUCIARY AND GENERAL FUNDS.**

**PRINCIPLE STATEMENT 4 / We will ensure that the City provides a high level of service to the public by investing in employees and providing them with the tools, equipment and resources to be exceptional public servants.**

## **EMPLOYEE INVESTMENT**



### **INITIATIVES:**

#### **17.IMPROVE EMPLOYEE MORALE.**

- A. Provide employees with tools, equipment, training and other resources needed to complete tasks.
- B. Offer competitive pay and maintain current benefits to recruit and retain high quality employees.
- C. Offer recognition to employees who exemplify strong work ethic and are model public servants.

#### **18.MAITAIN A HIGH LEVEL OF SERVICE TO THE PUBLIC.**

- A. Provide succession planning by ensuring directors and supervisors provide training to future leaders.
- B. Allow employees to cross-train in different areas of the City to improve customer service when employees are absent and to allow employees the opportunity to have a quality of life when absent.
- C. Identify conferences, educations, trainings and job shadowing for employees to attend that will allow them to be more effective in their positions.

#### **19.INCREASE VOLUNTEERISM BY ATTRACTING, RETAINING AND RECONGIZING MEMBERS OF THE COMMUNITY WHO SERVE.**